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Methods of Manpower Assessments in Lesser-Developed Countries.

(Outline of a study project to be undertaken by the
Atlantic Institute).-

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1. INTRODUCTION

The following outline is the result of a preliminary study of documents on the subject as well as of interviews and discussions with, among others, the following personalities:

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| - Mr. W. <u>BRAND</u> | Professor of the University of
Leyden and of the Institute of
Social Studies, The Hague. |
| - Mr. <u>FORTIN</u> | Manpower Division of ILO, Geneva. |
| - Mr. <u>GREGOIRE</u> | Director of the European Productivity & Agency of OEEC. |
| - Mr. E. <u>JANNE</u> | Former Rector of the Free University of Brussels, Chairman of the Institute of Sociology Solvay, Brussels. |
| - Dr. A. <u>KING</u> | Director of the Office for Scientific and Technical Personnel of OEEC. |

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- Mr. KOBBERITCH European Economic Community,
Brussels.
- Mr. J. MINTZES Director, Labor and Manpower,
USRO, Paris.
- Mr. TALENTINO Assistant to Mr. Veronese,
Secretary General of UNESCO.
- Mr. VERANULEN Head of Labor and Social Factors
Division, OEEC.
- Mr. E. de VRIES Rector of the Institute of Social
Studies, The Hague.

We are expecting to receive within the next few days comments on the project from other highly competent personalities such as Prof. F. HARBISON, Princeton University, Prof. J. TINBERGEN, Rotterdam, Mr. J. RENS, Deputy Director of ILO, Prof. FOURANTIN, Paris, Mr. LYNAM, Chief of the Manpower Division of ILO, etc... These comments will, if necessary, be added to the present outline in a complementary note.

2. PROBLEMS INVOLVED

The number and scope of problems and questions involved in the study is extremely vast. Although the Institute has by now a clear idea how the problem can be approached, it seems at this stage difficult to present a plan showing the detailed scheme of the study or its exact aims. As an example, one can enumerate the following questions which could be covered by the study:

- a) - how valid in lesser-developed countries are manpower assessment methods used in the West (cf. Regional Mediterranean Project of OEEC, the Dutch Manpower Survey, and so on...)?
- b) - What other methods can be used in lesser-developed countries?

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- c) - What is the best vehicle for conducting manpower assessments in lesser-developed countries?
- d) - To what extent can manpower assessments undertaken so far in lesser-developed countries (for example the report of Prof. Harbison on Nigeria, in Report of the Ashby Commission, ILO's Pakistan Project, ILO's "West Indies Manpower Information Training Course", the new four-year plan for economic development of Senegal prepared by IRFED, Paris, the work of the Ford Foundation (Mr. Hilliard) in Egypt, etc...) serve as an example for other countries of Africa and/or Asia?
- e) - Manpower assessment as a prerequisite to programs of assistance furnished by Western Nations?
- f) - Manpower assessments and future manpower requirements in relation to plans of economic development.
- g) - The methods of manpower assessments used in the USSR and other communist countries.
- h) - When speaking about manpower assessments and future manpower requirements in lesser-developed countries, should one speak only about engineers, highly qualified technicians and administrators (and thus about specialized education) or about manpower in general (and thus, as in the case of UNESCO, also about general and basic education - of, for example: the conference organized by UNESCO in Addis Ababa on development of education in Africa, or the UNESCO major projects on primary education in Latin America and in Arab countries)?

These and many other questions arise when one deals with the general problem as stated in the title of our study. Which of these particular questions should be studied and how they should be linked into a coherent whole, will have to be decided by a group of experts to be constituted at the end of the first exploratory stage of the study. The difficulties are numerous: lack of sufficient statistical material in lesser-developed countries, absence of a common terminology, etc... All the personalities and organizations consulted have however stressed the importance of this study as much and also the advantage of having it undertaken by the Atlantic Institute. The field, everybody agrees, is

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quite open and there is a universally recognized and urgent need for a coordinated effort. The Atlantic Institute seemed to be considered as an appropriate vehicle for undertaking the study because of its private character and its relatively small size. These two circumstances should allow for a great flexibility and also a more rapid realization of the project (this point has particularly been stressed by the spokesman of ILO, Mr. Fortin). All personalities and experts consulted have shown a great willingness to cooperate in the realization of the project if undertaken by the Atlantic Institute.

3. METHODOLOGY AND TIMING OF THE STUDY

- First stage: "Stocktaking" July 1, to Sept. 30, 1961

Inventory of manpower assessment efforts undertaken in various countries, by international organizations, churches, etc...

Inventory of and preliminary contacts with individual experts working in the field of the study (work to be undertaken by qualified personnel of the Atlantic Institute).

At the end of this stage, a small group of experts will be constituted (five to eight people such as Professors Brand, Harbison, etc...)

- Second stage: Group of experts takes over the study. October 1, to December 31, 1961

The group meets beginning October and decides on the detailed plan and aims of the study. It also allocates various parts of the study to its own members and/or outside experts. The group makes a preliminary evaluation of materials collected during the first stage of the project. It further determines the general lines (participants to be invited, subjects to be discussed, reports to be presented...) of a small international conference (third stage of the project).

The group meets, if necessary, for a second time in November or December to assess progress of work and for the purpose of drawing the preliminary conclusions of the study.

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The group gives indispensable guidance for the practical execution of the project to its secretary (a qualified member of the staff of the Atlantic Institute).

- Third stage: International Conference..... end of February 1962
(3 or 6 days)

Participants of this conference will be personalities selected by the group of experts and will include representatives from developed and lesser-developed countries, (experts from international organizations, University professors, experts from national organizations concerned with the subject).

The general aims to be achieved by the conference are: an exchange of views between experts from developed and lesser-developed countries, a final evaluation of manpower assessment efforts undertaken in the past and an evaluation of their general applicability in lesser developed countries.

- Fourth stage: Publication of the Study..... February to
March 1962

(based on the work and discussions to be held during the second and third stages and the various reports submitted).

During all the stages of the project, the Atlantic Institute, its staff and facilities will, of course, be put at the disposal of the project. A qualified staff member of the Institute will undertake and have activities connected with the first stage of the project (inventory); he will further serve as a liaison (by correspondence and personal visits) between members within the group of experts and will provide them (as well as other interested persons and organizations), with materials collected now and during the duration of the project. It is expected that already in the course of the project, partial results of the study will be made available by the Institute to the I.C.A. which could be useful for concrete initiatives.

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